

# WORKPLACE AS A STRATEGIC SUPPORT TOOL

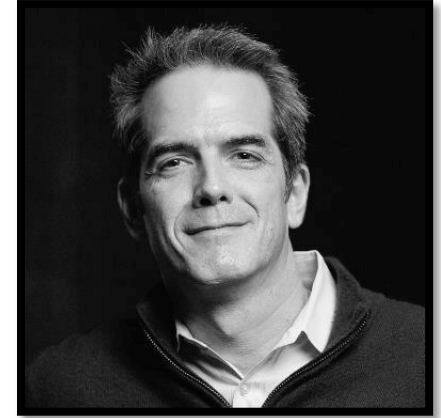




**Kate Lister**  
President  
Global Workplace Analytics



**Dean Strombom**  
Principal  
Gensler



**Jim Rice**  
Senior Vice President  
Jones Lang LaSalle



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Executive Director,  
Workplace & Design, USAA



**Jamie Kinch**  
Director, Workplace  
RackSpace



**Chris Mach**  
Real Estate Strategist  
AT&T



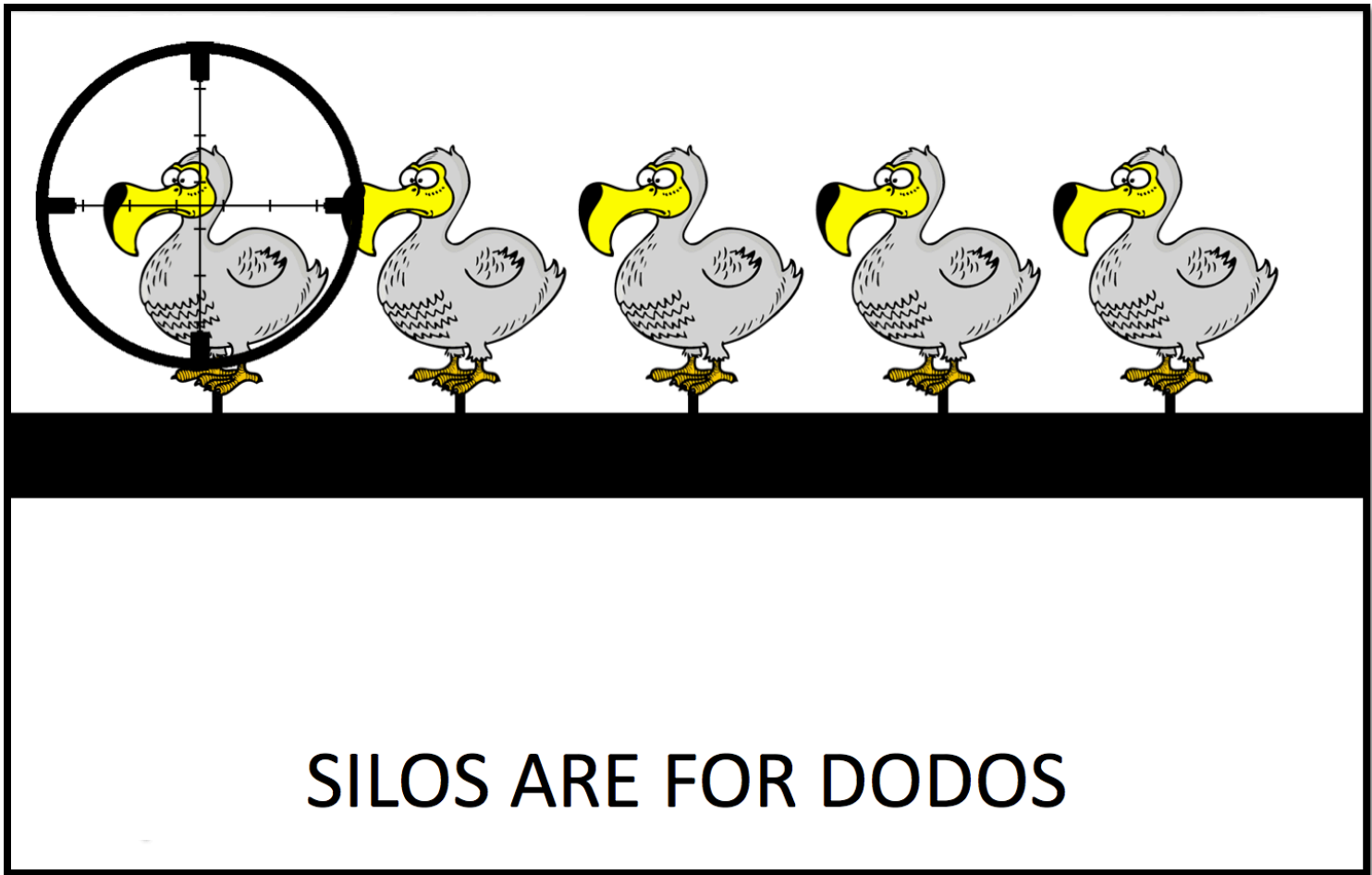
# A ~~Pole~~ Poll





A word cloud featuring various workplace-related terms. The words are arranged in a non-uniform, overlapping manner. The colors used are olive green, yellow, orange, and maroon. The sizes of the words vary, with 'Utilization' and 'Innovation' being among the largest.

Culture Retention  
Sustainability Scalability  
Attraction Collaboration  
Engagement Innovation  
COOP Work-Life Utilization  
Costs



Chris Kane, CEO of BBC Commercial Properties  
Caroline Waters, VP of Careers UK



# Everyone Wins:

- **People**
- **Planet**
- **Profits**





# Profits: Employer's Win

- **Productivity**
- **Real Estate**
- **Absenteeism**
- **Turnover**



# Global Workplace Analytics Workplace Savings Calculator™

General Savings Assumptions		
Total workforce or number of program participants		1,250
<b>Industry average or enter your own assumptions</b>		<b>Default Values</b>
Average frequency of remote work (days per week)		2.5
Current \$ per gallon of gas	\$	4.00
Employer Savings Assumptions		
% Reduction in office space		25%
% Reduction in absenteeism		63%
% Reduction in voluntary turnover		10%
% Increase in productivity		15%
Your Annual Savings		
<b>Employer Savings</b>		
Real Estate Savings	\$	5,131,913
Absenteeism Saving	\$	1,081,183
Turnover Savings	\$	1,684,553
Productivity Increase (\$)	\$	5,086,211
<b>Total</b>	<b>\$</b>	<b>12,983,860</b>

# Improved...

- **Access to talent**
- **Job satisfaction**
- **Engagement**
- **Innovation**
- **Reputation**
- **Shareholder Value**



# Better...

- **Attraction**
- **Work-life balance**
- **Global coverage**
- **Customer service**
- **Competitiveness**
- **Scalability**
- **Agility**



# Reduced...

- **Overstaffing**
- **Overtime**
- **Labor burnout**
- **Storage space**
- **Travel costs**
- **Parking lot costs**
- **Brain drain**





# Your People Win



# The Planet Wins



**People  
are  
Expensive**





**WARNING**

**Math  
Ahead**

**REMAIN CALM**







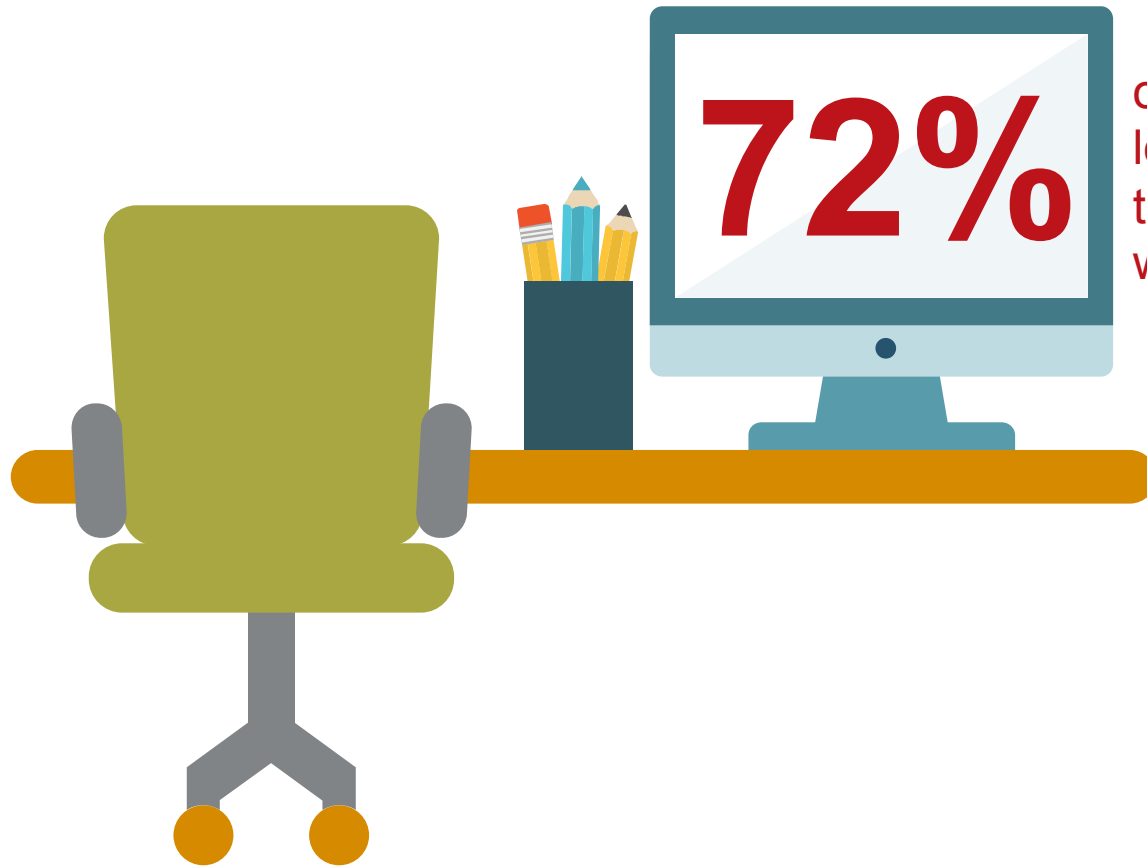
**10 minutes  
a week**



# WORKPLACE AS A STRATEGIC SUPPORT TOOL



# *Continued demand for workplace productivity improvements*



of companies are looking to real estate to deliver improved workplace productivity

# *But what does it really mean?*

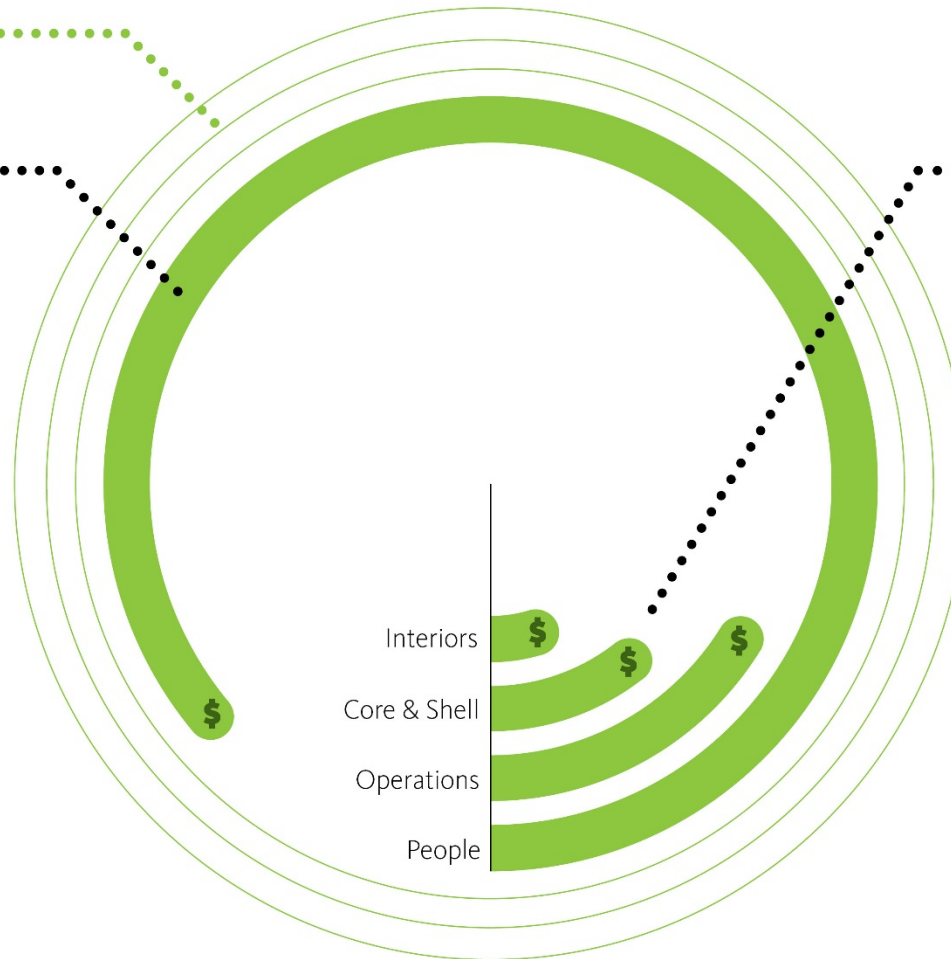
## **Creativity / Agility**

### **Maximize People Effectiveness**

Creativity  
Integration  
Collaboration  
Culture  
Technology  
Functionality  
Responsiveness  
Morale  
Choice  
Productivity

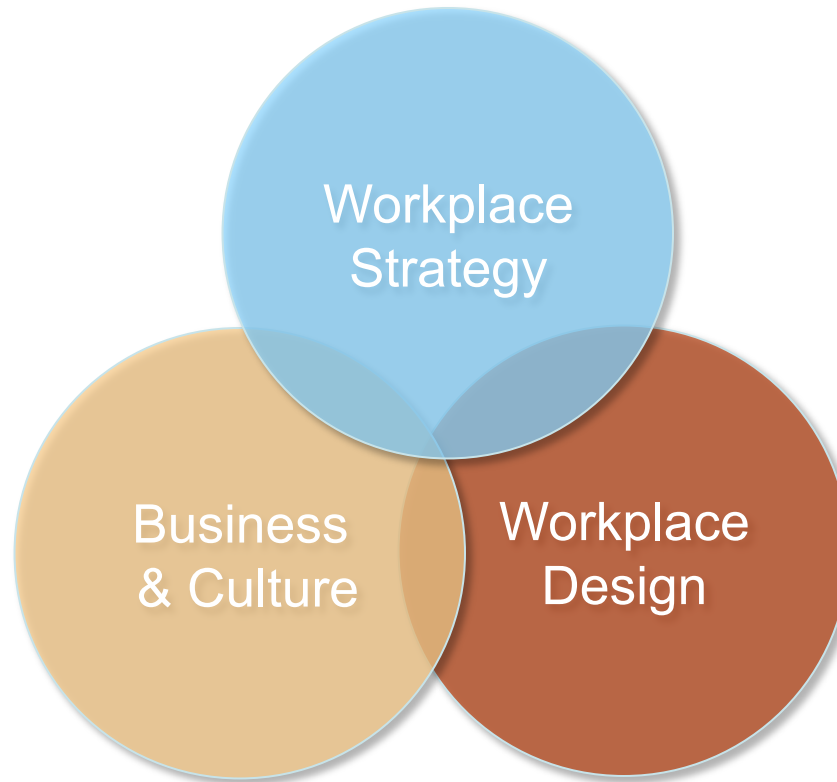
### **Minimize Property Cost**

Space  
Capex  
Opex  
Change  
Risk  
Build Time



# *And, how do we solve for it?*

By understanding an organization and developing workplace strategies and design solutions that respond to the business





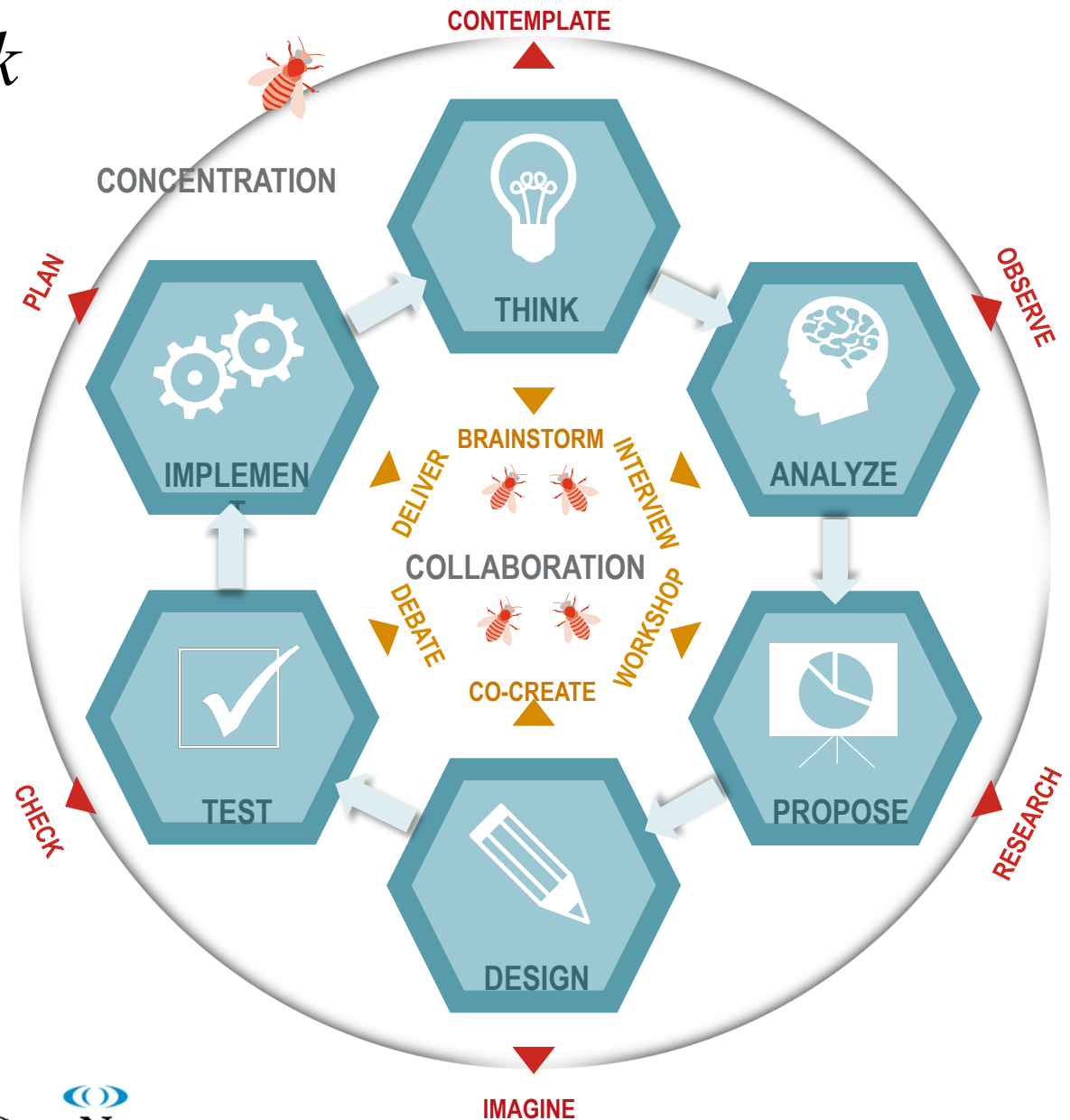
# *What creates value for your business?*

There is **no single solution** for defining value across sectors, organizations or geographies



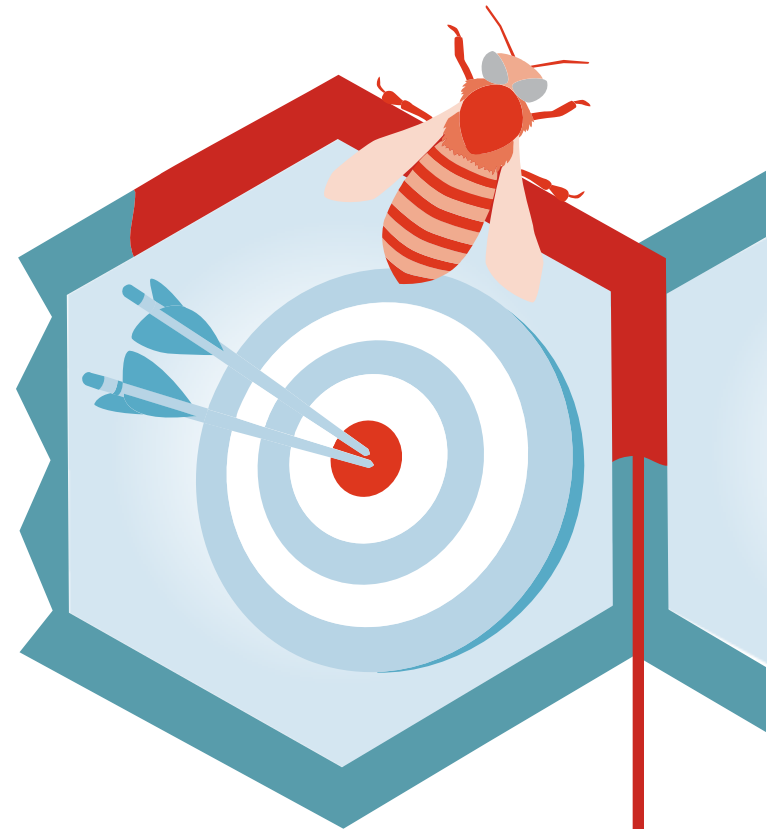
# *What type of work drives value?*

In today's workplace, every step in the development of products & services requires **both collaborative... & concentrated (solo) work**





**74%** of employees asked said *thinking, talking* and *brainstorming* create the most value



**24%** spend most of their time on these high-value activities

# *Achieving measurable productivity improvements: not as hard as you think...*

You need to understand what value creation looks like for your client, what they expect from your business and design a workplace that supports activities that are crucial to delivering this value.



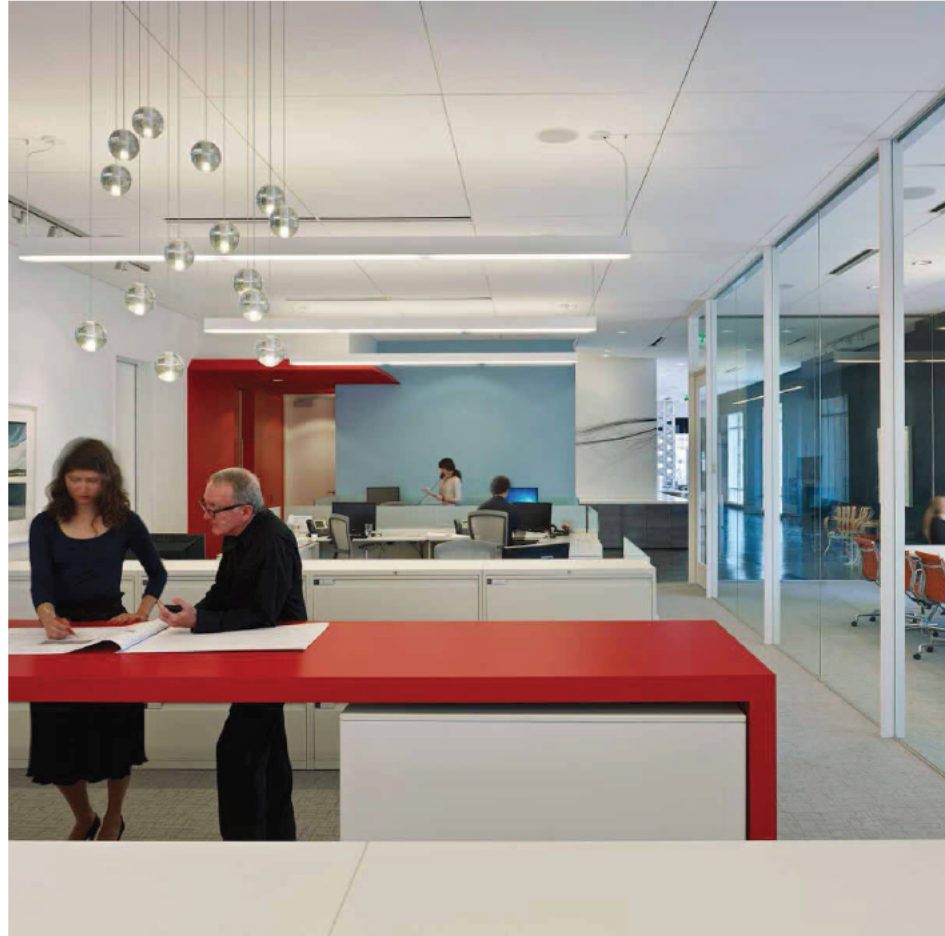
*It's about the people*



# *Workplace Research Key Findings, 2008*

## **DESIGN MATTERS**

The design of the workplace impacts performance, employee engagement, and innovation.





# Workplace Research Key Findings, 2008

## TODAY'S WORKPLACE IS COMPRISED OF FOUR **WORK MODES**:

WORK INTERACTIONS THAT CREATE COMMON BONDS AND VALUES, COLLECTIVE IDENTITY, COLLEGIALITY AND PRODUCTIVE RELATIONSHIPS



WORKING TO ACQUIRE NEW KNOWLEDGE OF A SUBJECT OR SKILL THROUGH EDUCATION OR EXPERIENCE



WORK INVOLVING CONCENTRATION AND ATTENTION TO A PARTICULAR TASK OR PROJECT



WORKING WITH ANOTHER PERSON OR GROUP TO ACHIEVE A GOAL



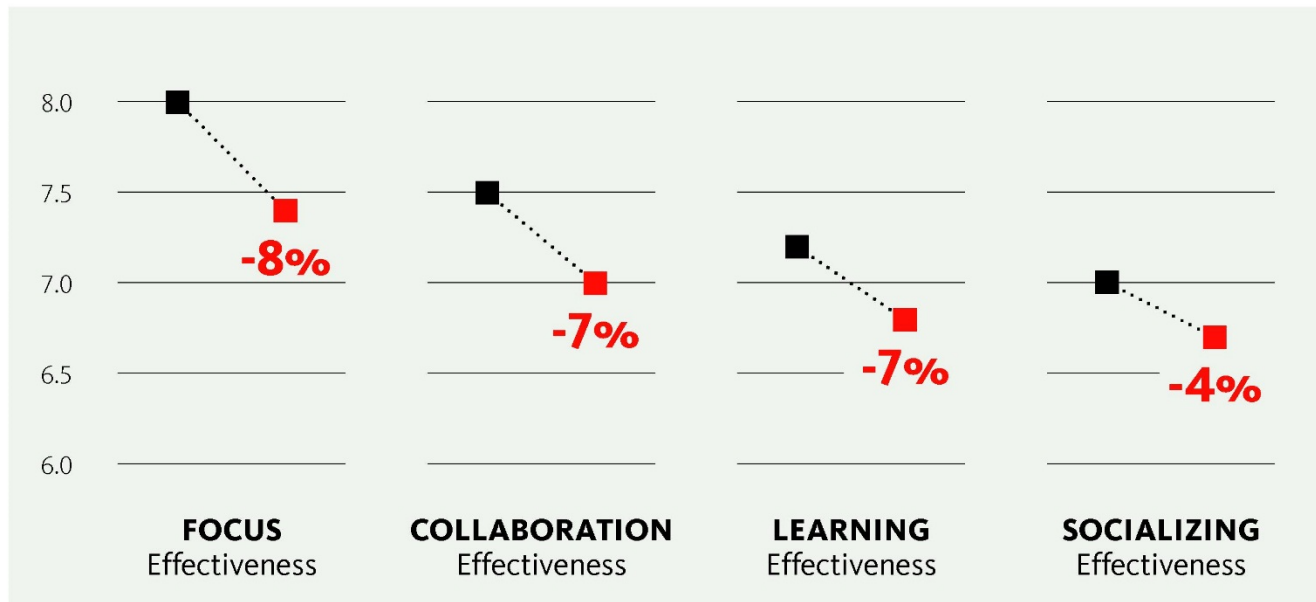


# Workplace Research Key Findings, 2013

## WORKPLACE EFFECTIVENESS HAS FALLEN SINCE 2008

As ranked on a  
10-point scale where  
10 = most effective.

■ 2008  
■ 2013



# *Workplace Research Key Findings, 2013*

1

**U.S. WORKERS ARE  
STRUGGLING TO  
WORK EFFECTIVELY**

2

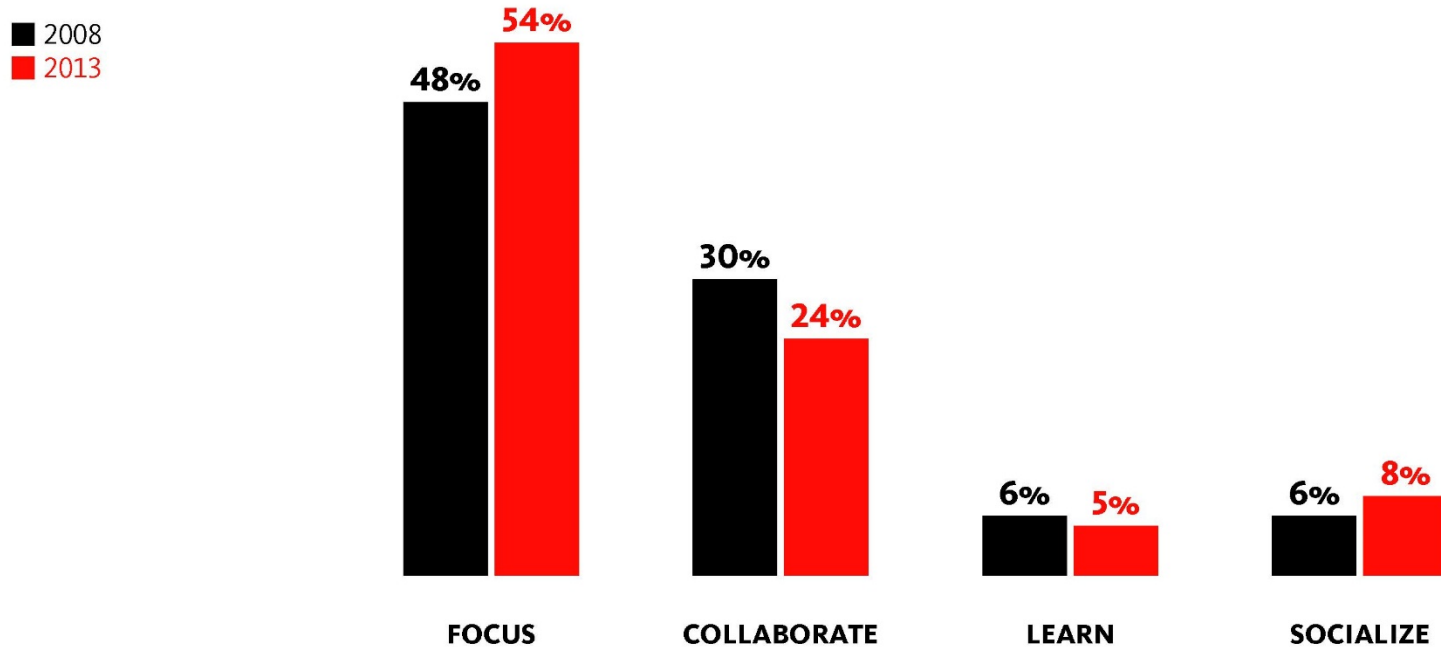
**EFFECTIVE  
WORKPLACES  
BALANCE FOCUS AND  
COLLABORATION**

3

**CHOICE DRIVES  
PERFORMANCE AND  
INNOVATION**

# *Key Finding #1: Focus*

## **KNOWLEDGE WORKERS ARE FOCUSING MORE, COLLABORATING LESS**



# *Provide Effective Focus Space*

## **DRIVERS OF FOCUS**

Functionality + Quality of Primary Space



SATISFACTORY  
NOISE LEVEL



FUNCTIONALITY

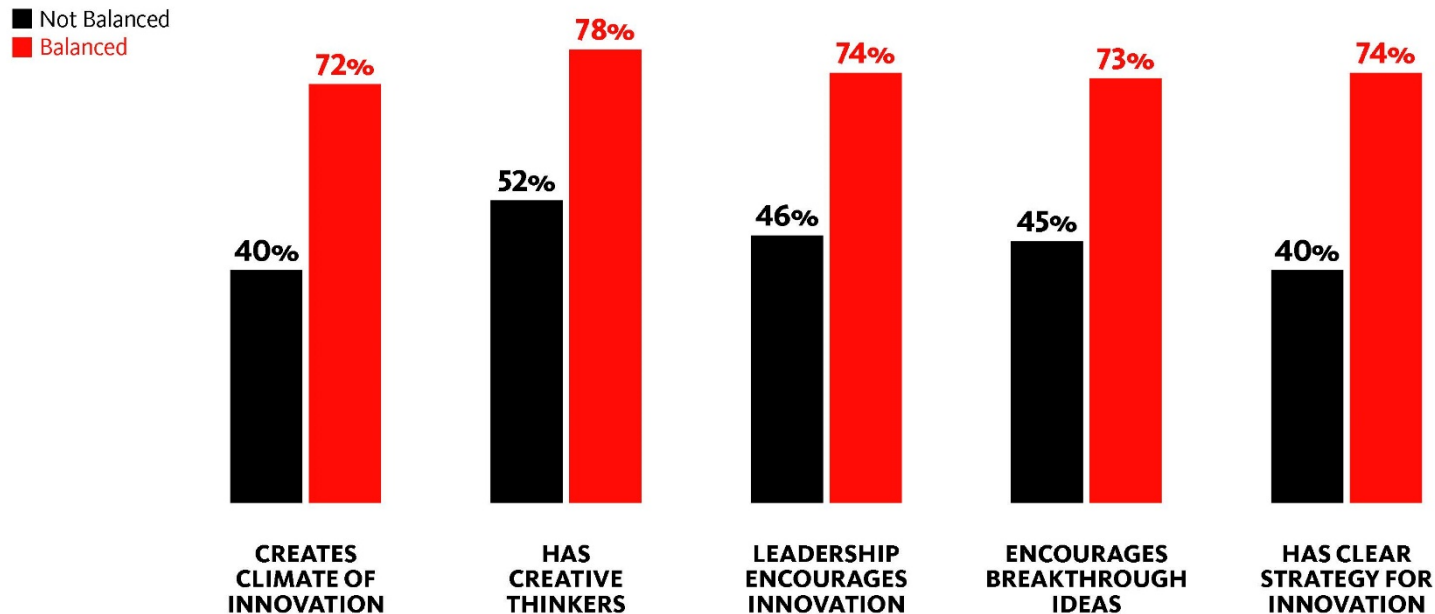


DESIGN  
LOOK & FEEL



## *Key Finding #2: Balance*

### **BALANCED WORKPLACES ARE MORE CREATIVE, MORE INNOVATIVE**



# *Collaborate without Sacrificing Focus*

## **DRIVERS OF BALANCE**

Proximity + Availability of Alternate Spaces



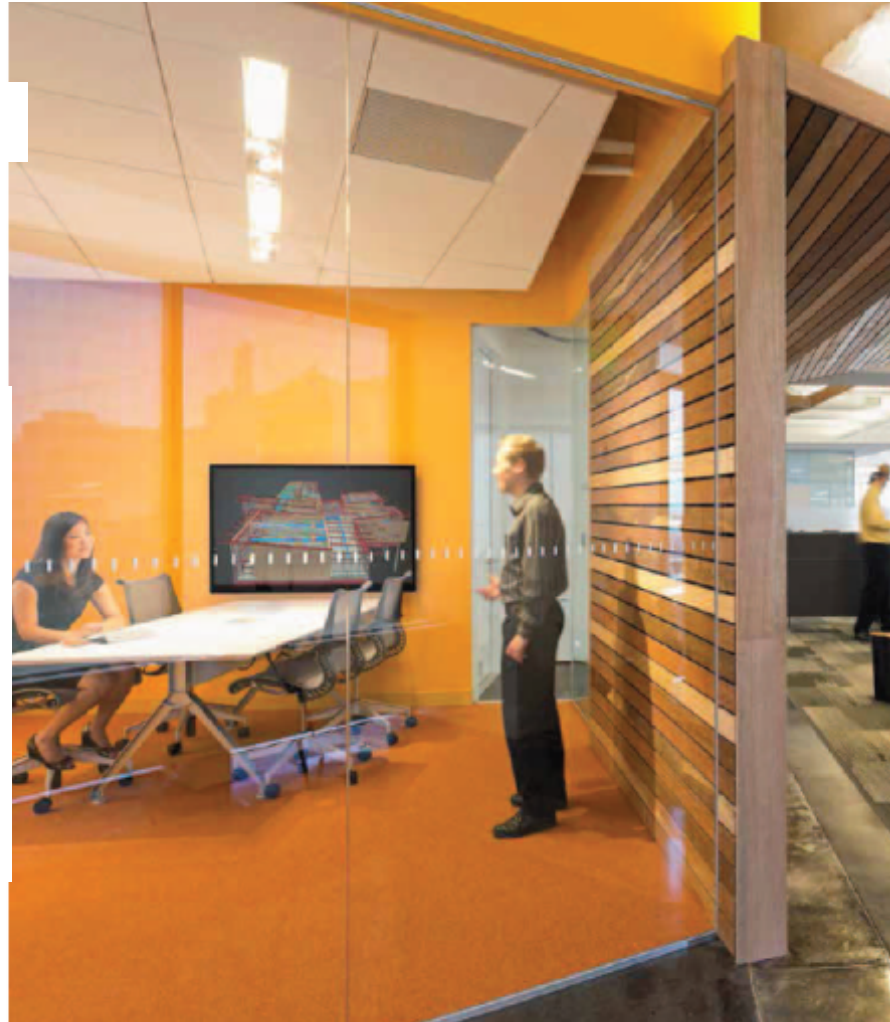
MEETING  
SPACE



CIRCULATION &  
SUPPORT SPACE



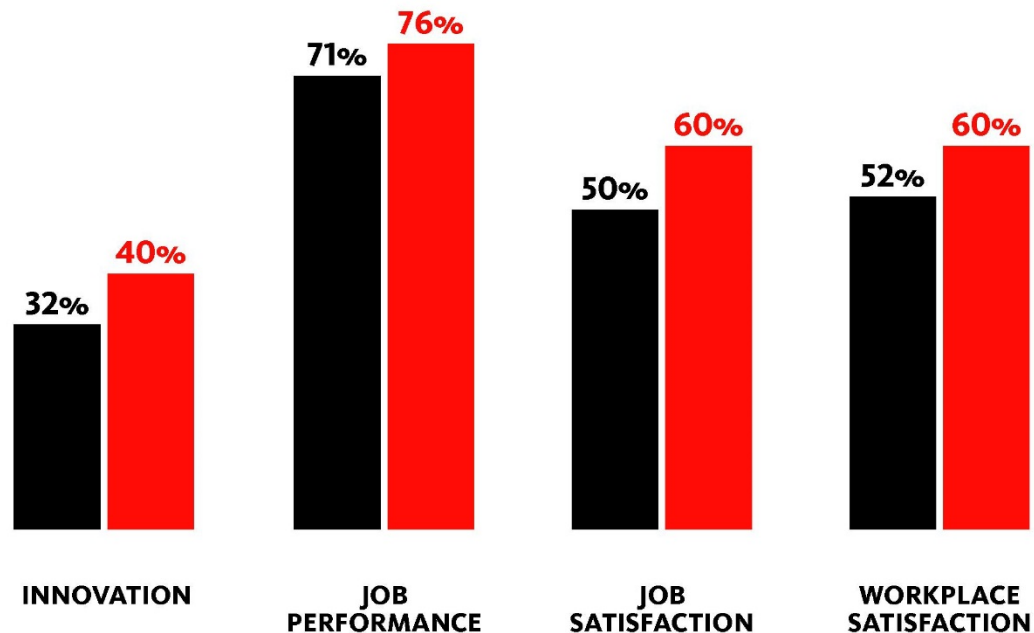
IN-OFFICE  
AMENITIES



# *Key Finding #3: Choice*

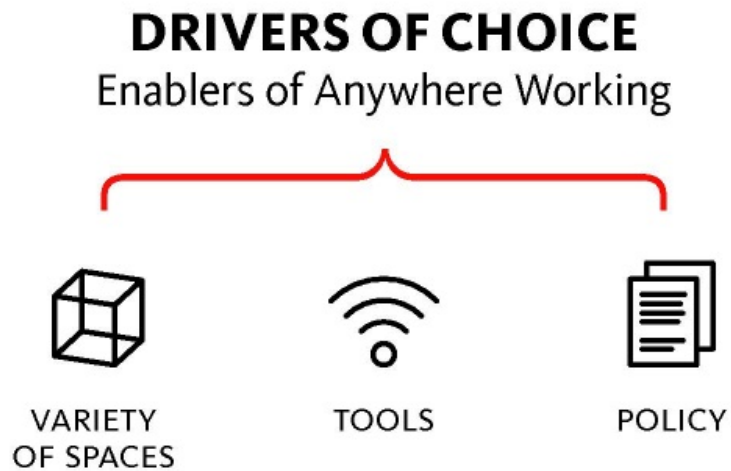
## **CHOICE IMPROVES THE EMPLOYEE EXPERIENCE**

■ Employees Without Choice  
■ Employees With Choice

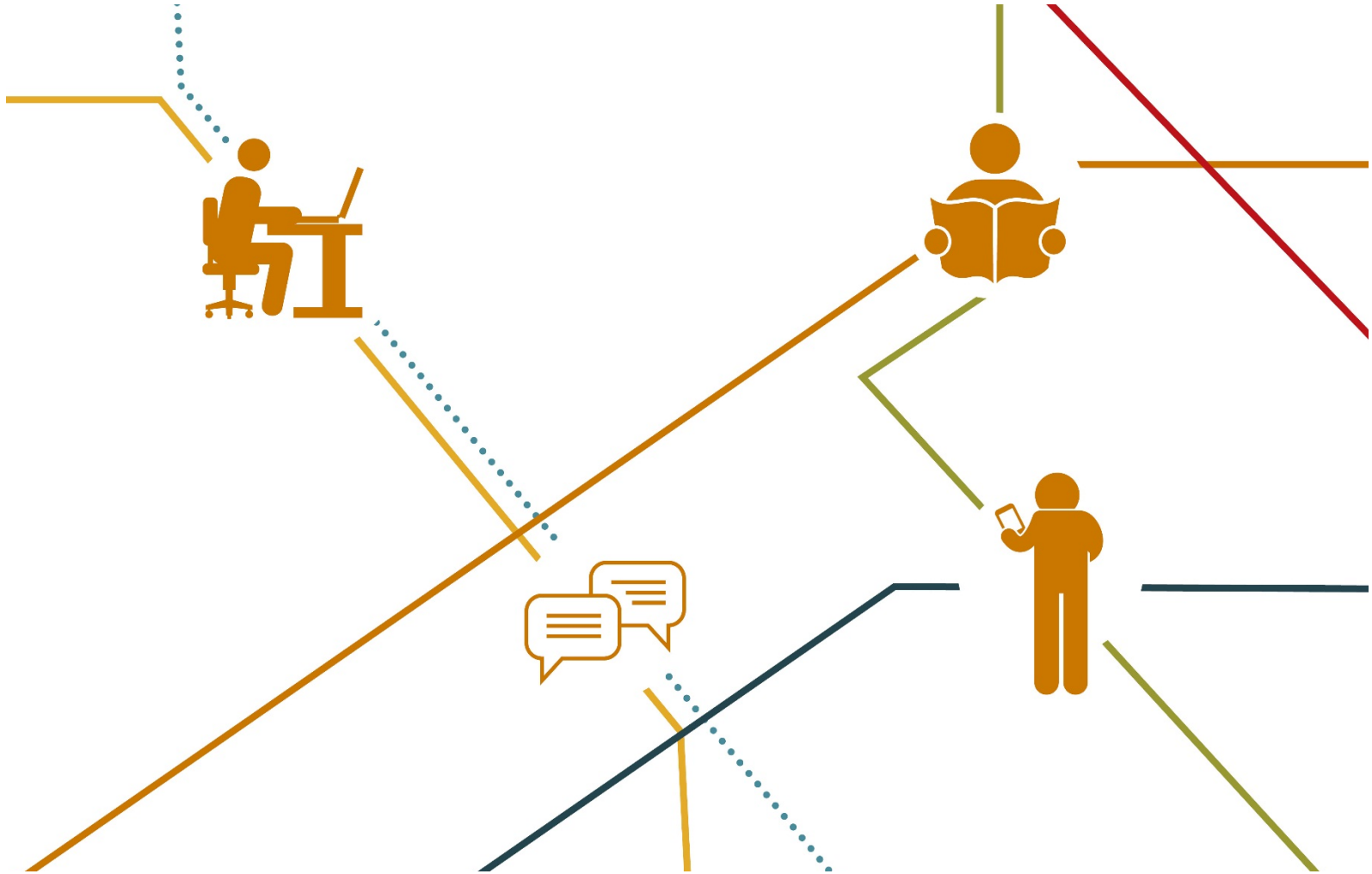




# *Drive Innovation through Choice*



# *How Does Space Foster Agility?*



# *Work is a state of mind*

Create spaces that promote **multiple modes** of work:

- Focusing & Producing
- Meeting, Teaming, & Collaborating
- Socializing & Sharing
- Learning & Mentoring

Provide access to technology infrastructures & presentation tools for plug & play.

## WHAT WILL IT LOOK LIKE?

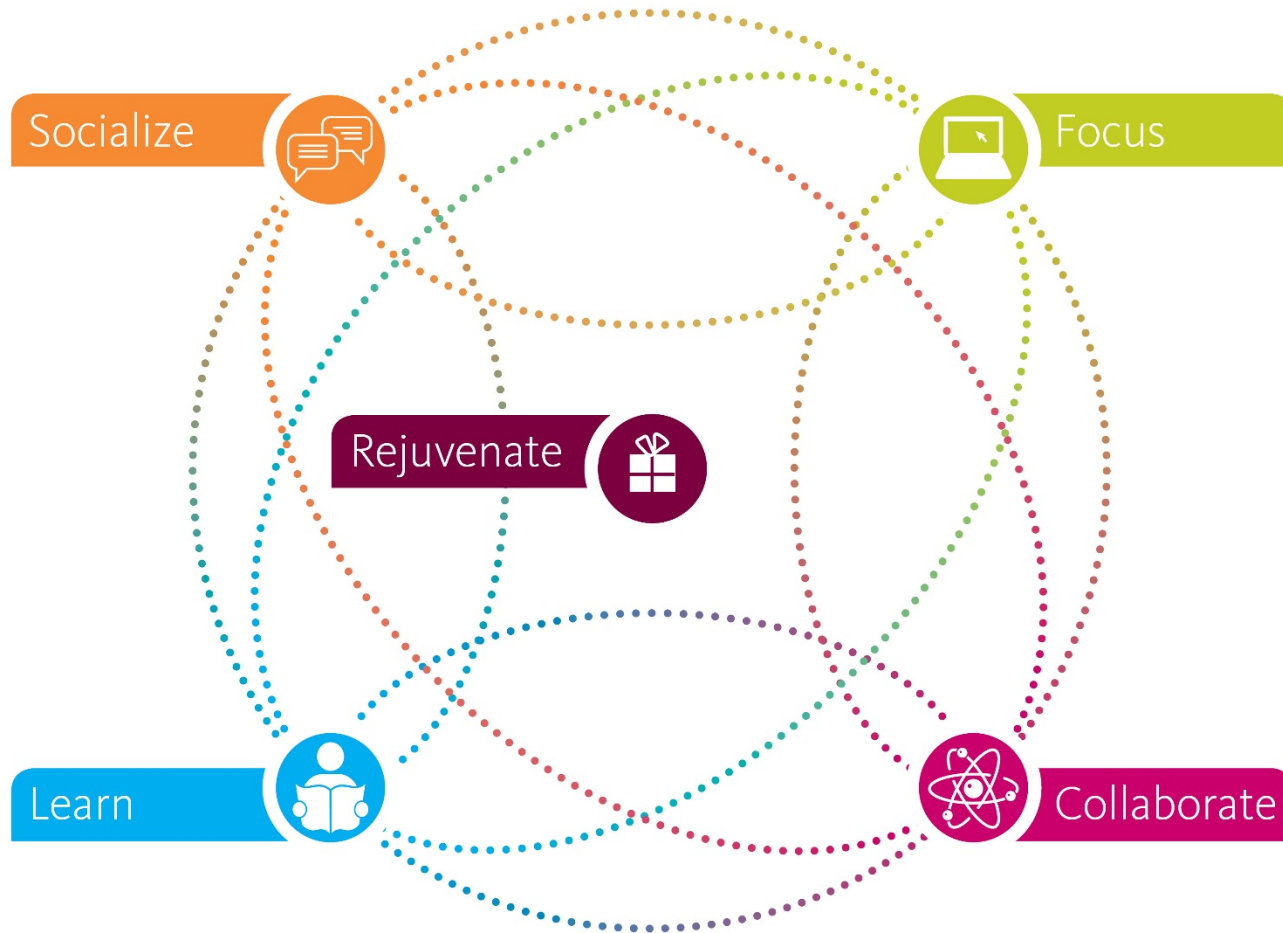
- a mash-up of space types
- adjacent shared resources
- individual space, "corners"
- multiple postures for work
- a place to retreat, a place to connect
- a place to call my own
- get-aways



# *Work is a state of mind*



# *The Fifth Work Mode*





# *The Fifth Work Mode*



# WORKPLACE AS A STRATEGIC SUPPORT TOOL



# Who We Are

---



- Financial Services and Insurance
- Serve the military community
- Reciprocal company
- Established 1922
- 26,000 Employees
- 7 Million Square Feet
- Locations:
  - San Antonio Headquarters
  - 6 Primary Offices
  - 100 Total Locations

# Work has Changed

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Multiple Generations  
New Technologies  
Global Awareness  
Increased Change

Culture  
+  
Productivity

# Employees as Brand Ambassadors





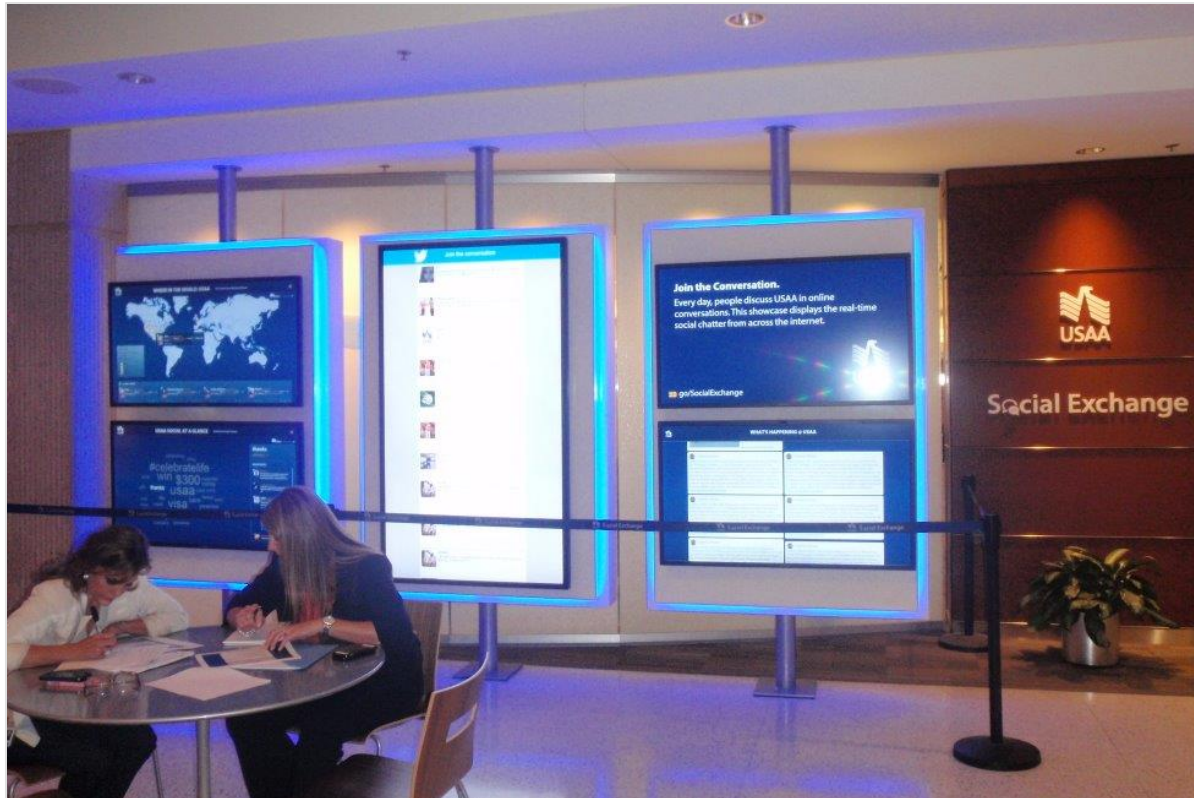
# Work is Personal:

## The Community of Employees



# Work is Personal:

## The Community of Employees . . . And Members



# Place Enables Work

## Technology and Responsiveness





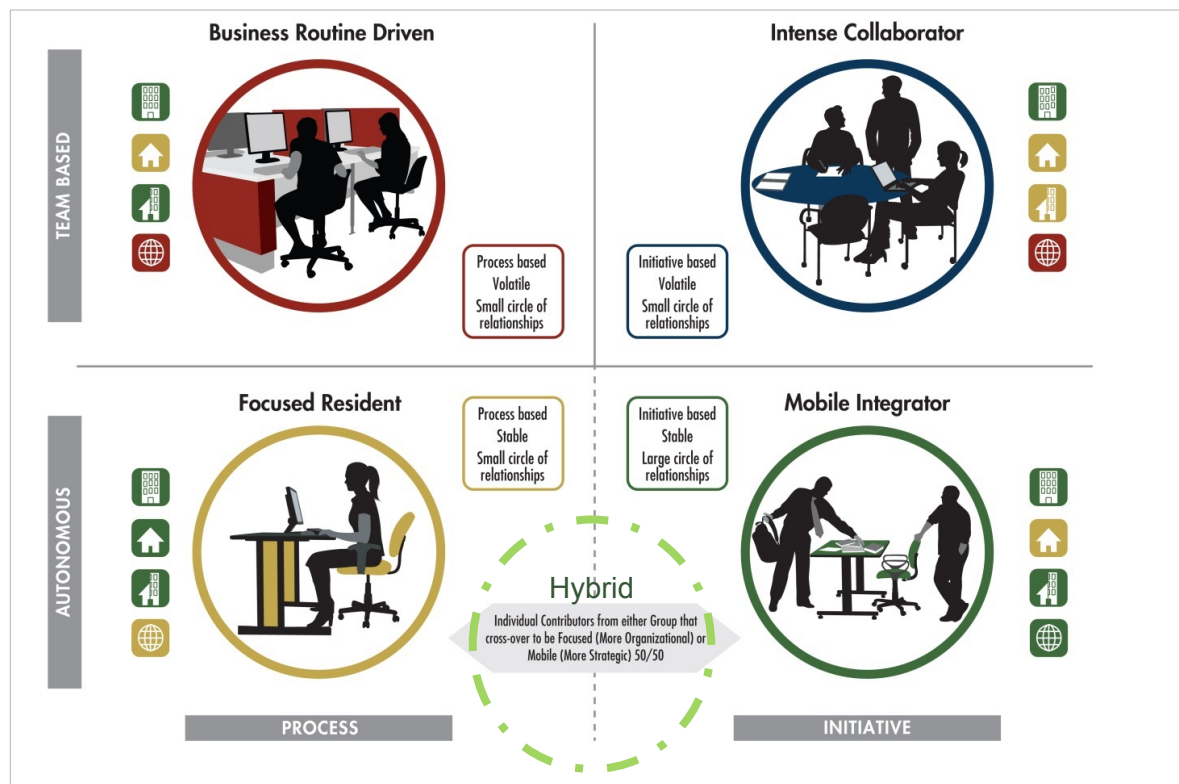
# Place Enables Work

## Well Being



# Place Enables Work

## Right Tools for the Right Teams



Team Basis  
vs.  
Individual Autonomy

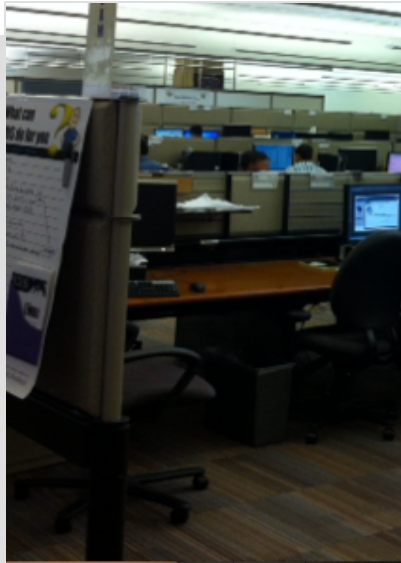
Process Basis  
vs.  
Initiative/Project  
Base

# Intense Collaborators

## IT Environments



Past



Present



# Intense Collaborators

IT Environments: Ad Hoc Variety and Choice



# Intense Collaborators

IT Environments: Ad Hoc Variety and Choice



# Business Routine Driven

## Member Service Reps / Call Centers



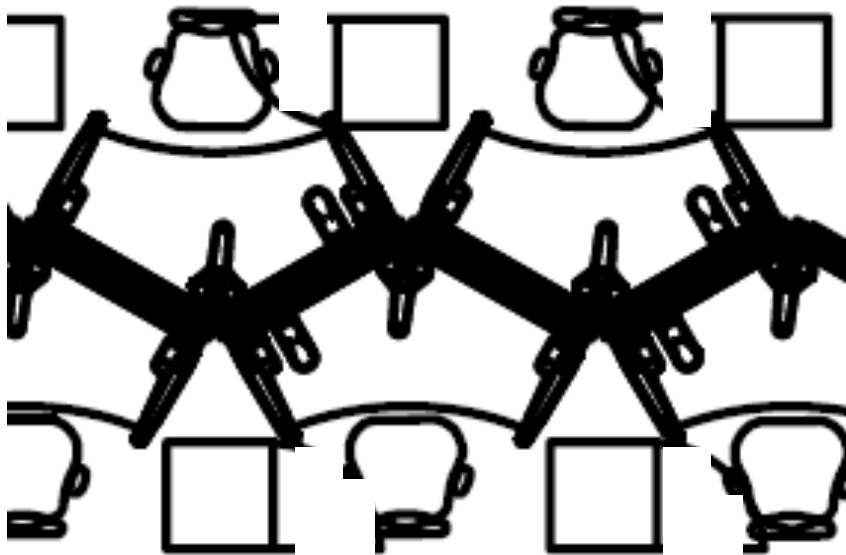
Past



Present

# Business Routine Driven

## Member Service Reps: “My” Space





# Business Routine Driven

## Member Service Reps: “Our” Space



# Business Routine Driven

## Member Service Reps: “Away” Space





# WORKPLACE AS A STRATEGIC SUPPORT TOOL





# Creating Engaging Workplaces

Jamie Kinch  
Director, Workplace Services





# Rackspace Overview

- Founded 1998 – over 15 years of hosting expertise
- 15 Offices across globally (~1.6M sq ft)
- 9 Data centers worldwide to serve global needs
- 5800+ employees (aka “Rackers”)
- 200,000+ customers (5% Enterprise and 95% SMB)





# Best Places to Work

Leadership  
Well-being  
Giving back  
Personal growth

My manager  
My company  
My team

Workplace Strategy



# How we think about the workplace...

- Culture
- Location
- Fun, Personal & Local
- Collaboration
- Focus space
- Individual Workspace



# -Culture

- Location

- Fun, Personal & Local

- Collaboration

- Focus space

- Individual Workspace



# Core Values

---

**FANATICAL  
SUPPORT®**  
IN ALL WE DO.

TREAT  
RACKERS LIKE  
**FRIENDS & FAMILY.**

**COMMITTED  
TO GREATNESS.**

**PASSION**  
FOR OUR WORK.

**RESULTS FIRST**  
SUBSTANCE  
OVER FLASH.

**FULL  
DISCLOSURE &  
TRANSPARENCY.**



# Core Values

Display in our Blacksburg office

**FANATICAL  
SUPPORT®**  
IN ALL WE DO.

TREAT  
RACKERS LIKE  
**FRIENDS &  
FAMILY**

**PASSION**  
FOR OUR WORK.

RACKSPACE  
**CORE  
VALUES**

**RESULTS FIRST**  
SUBSTANCE  
OVER FLASH.

**COMMITTED  
TO GREATNESS**

**FULL  
DISCLOSURE &  
TRANSPARENCY.**



# Core Values

London Office

FANVANTICAL SUPPLY  
IN ALL

A great tech, a great  
guy. Give the guy

He worked  
took

# RACKSPACE CORE VALUES

FANATICAL  
SUPPORT®  
IN ALL WE DO

PASSION  
FOR OUR WORK

COMMITTED  
TO GREATNESS

TREAT  
RACKERS LIKE  
FRIENDS &  
FAMILY

RESULTS FIRST  
SUBSTANCE  
OVER FLASH

FULL  
DISCLOSURE &  
TRANSPARENCY



# Core Values

Blacksburg Office



# London

Fanatic of the Quarter wall



# London

Fanatic of the Quarter wall





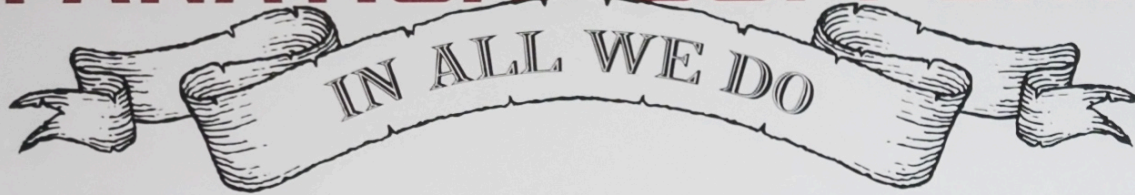
# The Castle

Fanatical Jacket





FANATICAL SUPPORT



RESULTS FIRST

SUBSTANCE OVER FLASH

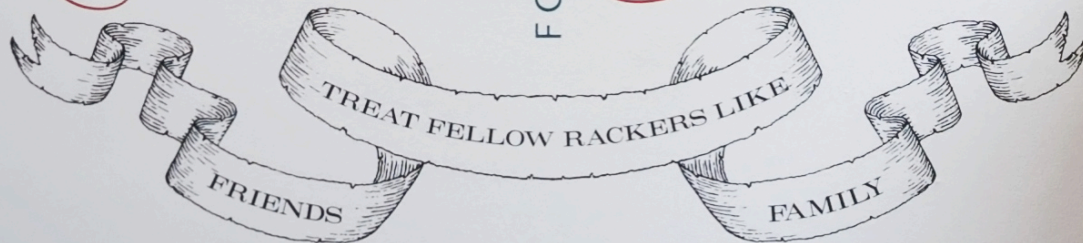
COMMITTED



GREATNESS

• FULL DISCLOSURE AND TRANSPARENCY •

*Passion* FOR OUR *Work*



## San Francisco

Wall art in our San Francisco office displaying our Core Values



# San Francisco

Wall art in our San Francisco office displaying quote from our Chairman





- Culture

# - Location

- Fun, Personal & Local

- Collaboration

- Focus space

- Individual Workspace





# The Castle

Before



# The Castle

Refurbished escalators

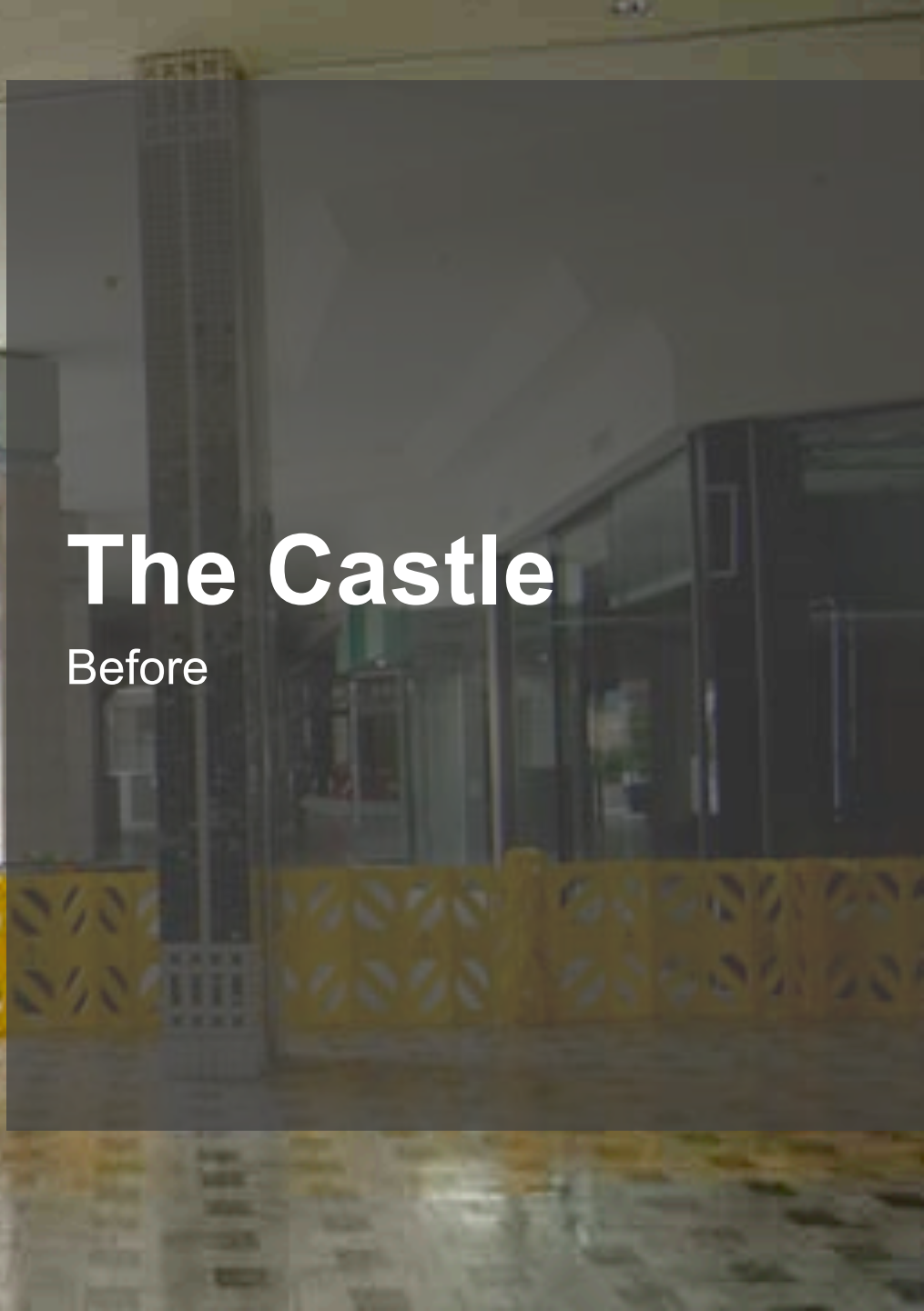






# The Castle

Before







# The Castle

Refurbished food court sign



# London

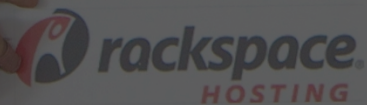
Home for our UK Rackers





# Rack Gives Back

Helping the community



Pay to  
the Order of

Swan View Therapeutic Riding Center

\$

1,000.00

ONE THOUSAND DOLLARS 00/100

Dollars

Memo *Rack Gives Back Thanks You*

*Rackspace Hosting*





# The Castle

2014 Internship cohort



-Culture

-Location

-Fun, Personal & Local

-Collaboration

-Focus space

-Individual Workspace





# The Mall

San Antonio





# The Castle

K-Rack/Radio



# The Castle

Culture/Bowling





# Fun in London





be valued members of  
inspiring mission."  
- graham weston

# London

Impromptu meetings





# Localization

Conference room in London







## Rackspace office design

Blacksburg, Virginia



# Racksburg

What we all  
Want is to be  
**VALUED**  
Members  
of a **WINNING**  
Team  
ON AN **INSPIRING**  
Mission.  
Graham Weston

RACKSBURG



- Culture

- Location

- Fun, Personal & Local

- Collaboration

- Focus space

- Individual Workspace





# The Castle

Impromptu Meetings



# The Castle

Impromptu meetings





# London

Impromptu meetings





# The Castle

Impromptu meetings





# Flex event space (Rookie O Graduation)





# Rooms

Dynamic video conferencing












# Rooms

Dynamic video conferencing

**NOW YOU CAN  
VIDEO CONFERENCE  
FROM ANYWHERE  
AND WE DO MEAN  
ANYWHERE  
USING Vidyo™**



-  **LARGE TEAMS** can collaborate from their desks, different meeting rooms, across offices and countries
-  **EXTERNAL GUESTS** can join with a simple link
-  Publicly available, **NO VPN** connection required
-  Desktop sharing is easier than ever
-  Voice call option is available when you don't have a device with a camera
-  Support available internally with the Help Desk
-  Multiple operating systems supported - Mac, Windows, Linux, iOS & Android

For more information visit <http://rax.io/vidyo>

A modern meeting room with a large mural of a green landscape, a white conference table, black chairs, and a large window.

# London

Informal meeting space



# Customer Briefing Center

San Antonio





- Culture

- Location

- Fun, Personal and Local

- Collaboration

- Focus Space

- Individual Workspace



# THE BOOKSTORE



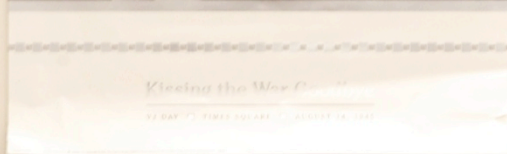




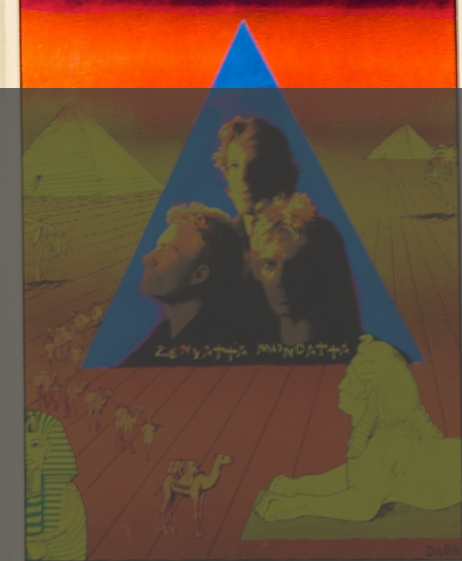
# The Castle

Quiet places





STEVE STEIGMAN  
THE VIVIER GALLERY



# The Castle

Quiet places





# The Castle

Get-a-way spaces





- Culture

- Location

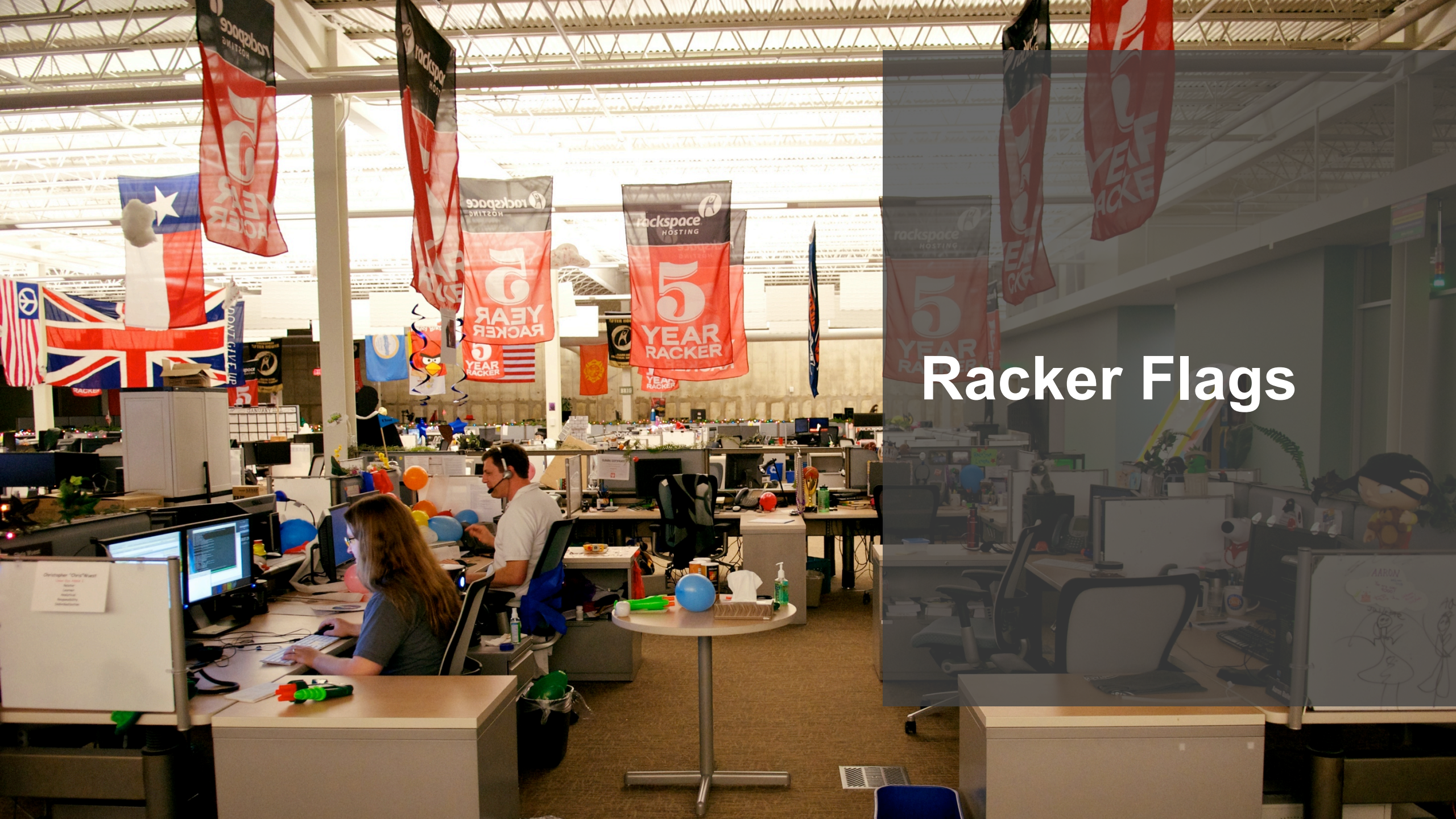
- Fun, Personal and Local

- Collaboration

- Focus space

- Individual Workspace





# Racker Flags



# Pimping the Workspace





# Workspace

Desk in San Antonio

Brant Bumpers





# THANK YOU



**RACKSPACE®** | 1 FANATICAL PLACE, CITY OF WINDCREST | SAN ANTONIO, TX 78218  
**US SALES:** 1-800-961-2888 | **US SUPPORT:** 1-800-961-4454 | **WWW.RACKSPACE.COM**

# WORKPLACE AS A STRATEGIC SUPPORT TOOL







# Workplace 2020 AT&T

October, 2014



# Background & Mission



In mid 2011, cross functional teams from CRE, HR and IT assembled to examine AT&T's current real estate portfolio in light of emerging trends & implications for the workplace of 2020. The main objectives of the continuing initiative:

- Transform the administrative portfolio
- Strategically support a transforming business culture
- Optimize collaboration with innovative technology
- Invest in a smaller, higher-performing footprint
- Align with how AT&T consumes space in real-time





# CRE Design Principles

Design

- Mobile, collaborative & social
- Reflection of our brand
- A diversity of activity based spaces
- Smart, sustainable and engaging
- Space becomes a “consumable” and the knowledge worker a consumer vs. occupant
- Support Agile work processes
- Maximum natural light
- Sound masking for acoustical comfort
- A next-gen workplace experience



# Work Space Transformation

Examples



Enclosed  
Workspaces



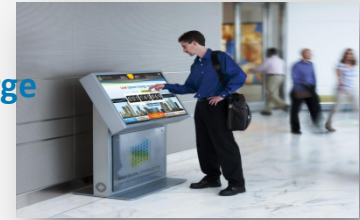
Work Café



Open  
Workspaces



Virtual Concierge



Collaborative  
Workspaces

Branded  
Experience





# Technology integration

Technology



Telepresence



Virtual Concierge



Electronic Whiteboards



Mobile Print & Print Release



Hosted Virtual Desktop (HVD)



Next Gen WiFi



Video/Media Walls



Digital Signage



USB Headsets with Extension Mobility



Universal Connect Stations – 22" monitor



Unified Communications



Wireless Charging

*Technology is Mobile, Accessible, Wireless, Pervasive, Seamless*



# User Experience Roadmap

Transformation

*Highly collaborative,  
mobile, agile, social, and  
minimal paper.  
2013-2020*

*Socially oriented workspace  
will begin to draw staff  
together  
2010 - 2012 Current*

*Tethered to desk  
2010*





# Day in the Life

*Experience*

1



Employee enters floor & swipes badge at virtual concierge to reserve focus room

2



Utilizes Day Use Locker to store personal items

3



Enters room, connects via WiFi & begins focused work

4



Charges phone via wireless station & has lunch with colleagues at Work Café

5



Grabs presentation via badge release and reviews with peers in soft seating area

6



Presents work to team in conference room, utilizing eWhiteboard & TP

7



Attends a town hall with peers at the Town Center

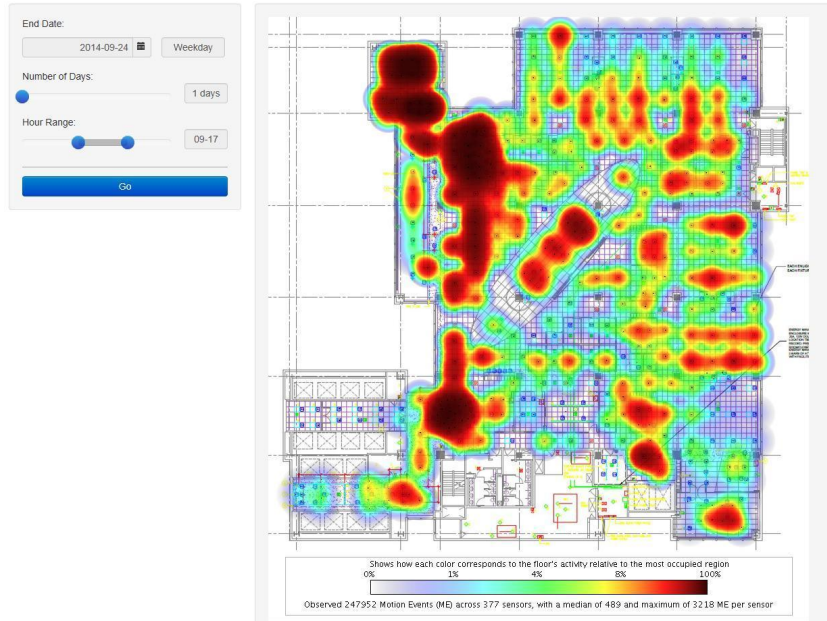
8



Notarizes & mails document via concierge, grabs personal item from Locker and leaves for day

# Looking Forward...2015 - 2018

Future Near Term



- Virtualizing the experience
- Variable-izing the real estate (pay as you go)
- Incorporating BigData
- Optimize Wellness & Health in Workplace Model
- Integrating Retail and Hotelier support models
- Communication & Collaboration Convergence
  - (UCC, Pervasive Video, GigWiFi, M2M & CD)





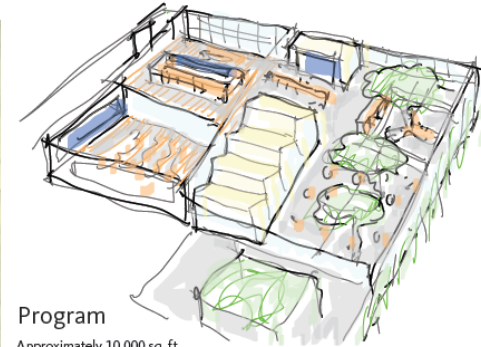
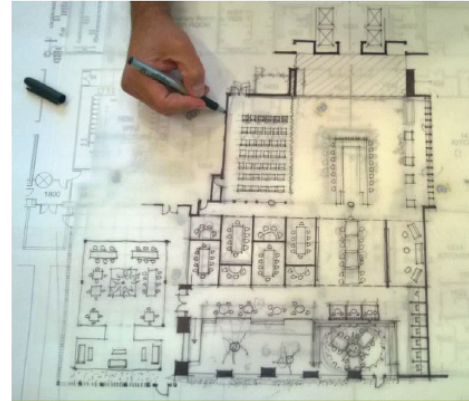
Enhancing the Social & Experiential components of Workplace Platforms

Developing “Shape-shifting” & Multiple Use Case Spaces.

Promote:

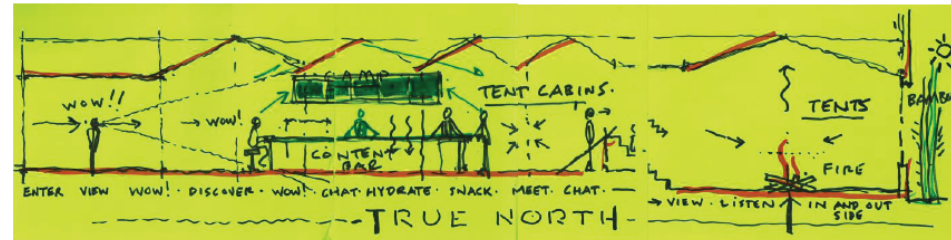
- Purpose Driven Interactions
- Disciplined Collaboration
- Cross Disciplinary Connections

Creating a “Shape Sifting” Environment



#### Program

Approximately 10,000 sq. ft.  
Target Occupancy = 50-75 people, not including team spaces  
Typical Behavior 45-65% occupancy  
Integrate all spaces  
We'll create a membership spiel that is fun



# Your Turn!





# Global Workplace Analytics' Free Resources

- [Employer/Environmental Savings Calculator](#)
- [Employee Workplace Savings Calculator™](#)
- [ROI of Alternative Workplace Strategies white papers](#)
- [Results-Based Management white paper](#)
- [New Ways of Working best practice article](#)

# Jones Lang LaSalle

## Free Resources

- [What makes a workplace great?](#)
- [Forget the workplace ... for now](#)
- [Three workplaces for the future](#)
- [Delivering a successful workplace strategy](#)



# Gensler Free Resources

- [Happiness by Design—A Capital Idea](#)
- [Gensler Design Forecast 2014](#)
- [Design Thinking: Design and the Metropolis](#)
- [Design Thinking: Reworked](#)

# We're Here To Help



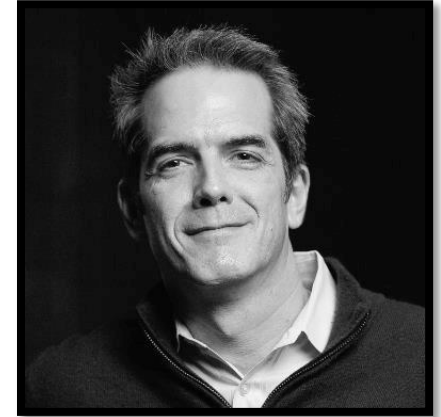
**Kate Lister**

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**Jim Rice**

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**Diana Kutz**

[Diana.Kutz@usaa.com](mailto:Diana.Kutz@usaa.com)



**Jamie Kinch**

[Jamie.Kinch@rackspace.com](mailto:Jamie.Kinch@rackspace.com)



**Chris Mach**

[cm2842@att.com](mailto:cm2842@att.com)